



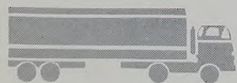
Transportation is our business. ■ It's as big and diverse as the world we live in.

Transportation is 19 million new cars and 5 million new trucks a year.

Transportation is 3 million buses that keep our cities going and 14 million farm tractors tilling our land.

Transportation is trains and planes, fire engines and road graders, speed boats and golf carts. It's the bulldozers that dig the holes for a million new homes a year. It's a tank in Viet Nam. A space craft rocketing to the moon.

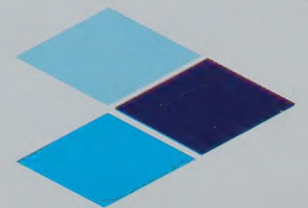
Dana makes the things that make these vehicles move. We're a \$500 million corporation with 21,000 people. In the past 5 years, we've almost doubled sales and assets, and more than doubled earnings. We're growing because every year we learn new ways to make transportation components that work better, last longer and cost less. This is our story.

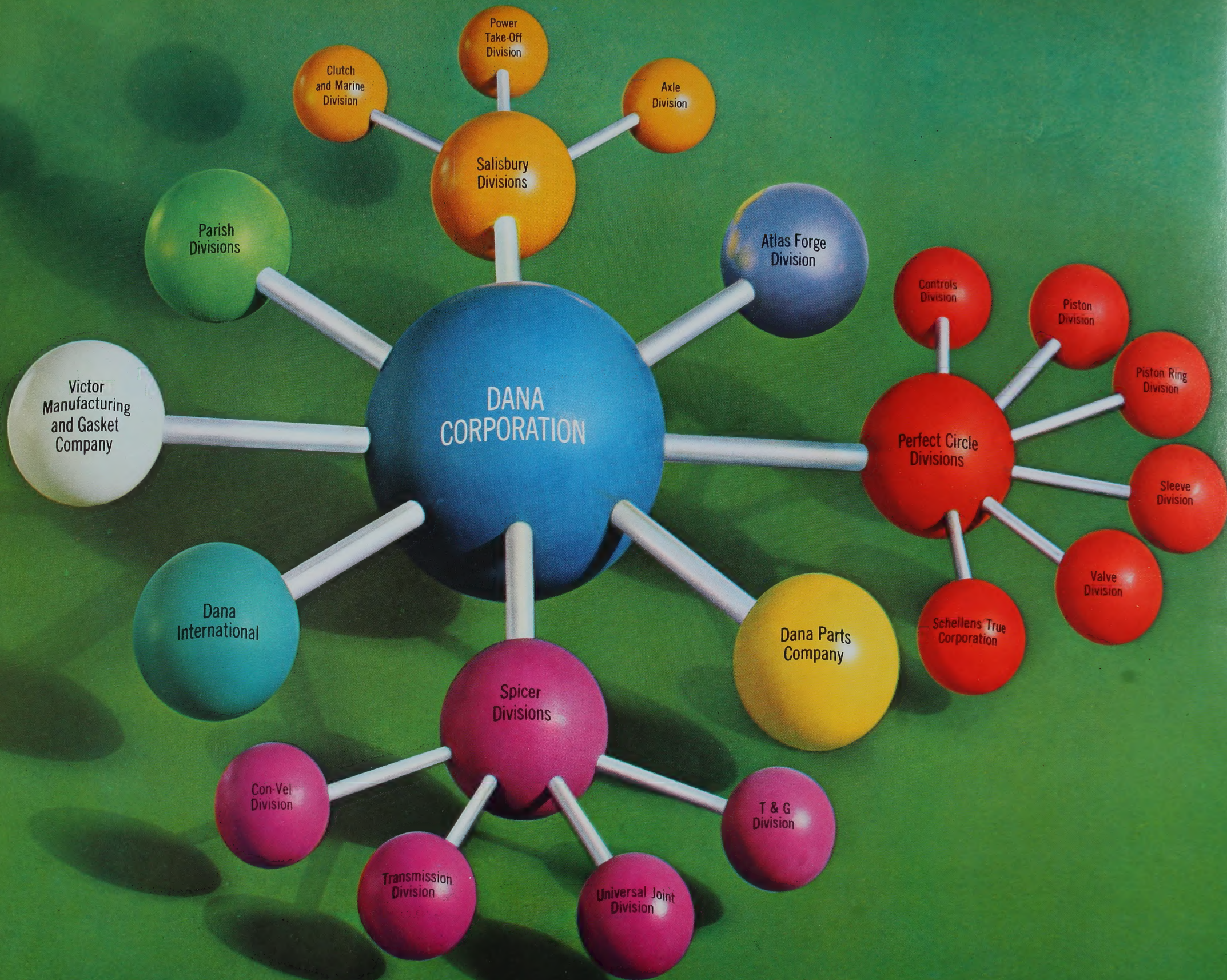


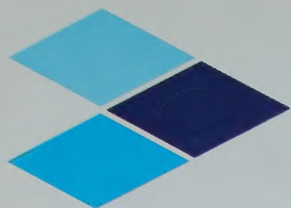


Winning in this league takes an all-star team.

The transportation industry is big, tough, complex. But Dana and its divisions have the brands and the products to come out on top. Parish frames; Perfect Circle piston rings; Spicer universal joints, transmissions, PTO's, axles and clutches; Victor gaskets and oil seals . . . these and their team-mates are leaders in their fields, star performers in a very big league.







Fluid control keeps the ball game growing.

It takes a flexible, aggressive organization to cope with the challenges of \$500,000,000 annual sales to almost every sector of the transportation industry. Dana's divisional group system does it. This firm yet fluid control system both facilitates current operations in a complex field, and makes it relatively easy to add new divisions or subsidiaries (as in the case of Victor Manufacturing & Gasket Co. late last year).

Today Dana has 21,000 employees and 31 plants in the U.S. alone, with 19 specialized divisions in 8 key groups. Each group, complete within itself, reports only to Dana corporate management.

The Parish Division is now in its 48th year as part of the Dana Corporation. In three plants—one of them brand-new—this group turns out an average of 125,000 auto frames and 50,000 truck frames every month. In fact, Dana is the largest producer of heat-treated heavy-duty truck frames in the world.

There are four Spicer Divisions: the Transmission Division and the Universal Joint Division, both headquartered in Toledo, Ohio; the Con-Vel Division, in Detroit; and the Transmission & Gear Division, in Warren, Mich. Between them, they produce sophisticated U-Joints, heavy-duty truck transmissions, and propeller shafts for every form of transportation.

The Salisbury Divisions consist of the Axle Division, Power Take-Off Division, and Clutch and Marine Division. The Axle Division is the world's largest supplier of front-driving axles, and the growing popularity of front-drive vehicles, four-wheel-drive vehicles, light trucks, golf carts,

light industrial vehicles, and garden tractors is good news for Salisbury. Expansion and modernization programs are either under way or just completed at the axle plant at Fort Wayne, Ind., and also at the Power Take-Off Division's P.T.O. and gear box plant at Chelsea, Michigan, and the Clutch and Marine Division's clutch plant at Auburn, Indiana.

Dana Parts Company is a two-year-old marketing agency that distributes many products of other Dana divisions to the replacement market. Selling and advertising such well-known names as Perfect Circle, Spicer, Triplex, Allied, and Monmouth, this division is growing rapidly, exploring new markets throughout the industry.

Perfect Circle is the world's largest manufacturer of piston rings. The PC Divisions are also emerging as an increasingly important factor in valves, engine and chassis parts, automatic speed control devices, and (through its Schellens-True Corp. subsidiary) of turbine blades for turbo-prop and jet aircraft and the Ranger missile. Perfect Circle has just completed one new plant, and has expanded or purchased new equipment for five others.

Victor Manufacturing & Gasket Company, the country's largest specialist in gaskets and oil seals, joined the Dana corporate family late in 1966 . . . a year in which Victor recorded \$40,000,000 sales, for more than 80,000 items. Most of these serve the transportation industry, without duplicating the products of Dana's other corporate members.

A smaller but vital division is Atlas Forge, which serves an increasing demand for a wide variety of precision forgings in the agricultural, transportation, mining, construction, and petroleum industries.

For the penetration of world-wide markets, Dana International is the corporation's marketing instrument. This division is staffed by men who are experts in the automotive field as well as foreign trade. Knowing the needs of the vehicle manufacturer and the after-market overseas, they travel to all parts of the world developing new business with customers, licensees and affiliates. Their effectiveness is directly reflected in the substantial increase of Dana exports in 1966. The complete success story of Dana International is described on page 9 of this brochure.

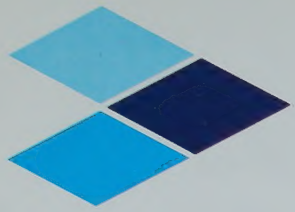
DANA CORPORATION SALES BY MARKETS

TRUCKS (Original Equipment)	46%
PASSENGER CARS (Original Equipment)	25%
AFTERMARKET	20%
OTHERS*	9%
TOTAL	100%

*OTHERS

1. Construction: Mining, materials handling machinery and equipment.
2. Farm machinery and equipment.
3. Recreation Equipment: Golf cars, inboard-outboard marine drives.
4. Miscellaneous: Industrial machinery and equipment, military, aircraft and railroads.





Why is a truck like a custom-tailored suit?

How Dana custom-tailors for the whole transportation industry.

Maybe you didn't know it, but big trucks are just about all made to order, with truck makers and fleet owners specifying key component parts from different specialized manufacturers.

Frames, transmissions, clutches, drive shafts, planetary axles, power take-offs, piston rings and valves and oil seals and gaskets . . . all these products and others often come from one or another division of Dana.

The fact is, Dana makes more parts for more trucks than any other supplier to the trucking industry.

Every new car has Dana inside.

New-car buyers have a tremendous variety of

styles and options to choose from, but mechanically the story isn't the same as with trucks. The new-car customer doesn't get into the business of specifying sources for component parts.

Take frames. Today Detroit is building more vehicles with frames, as opposed to "unibody" construction, than ever before. While this is good news for Dana's Parish Division — a major factor in automobile frames, and the world's largest producer of heat-treated heavy-duty truck frames — the individual car buyer is not involved in this highly technical engineering decision. And frames are just one of many vital operating components which Dana supplies to

every major automobile assembly line in the country.

All these Original Equipment Manufacturers — whether they build trucks, autos, construction equipment or farm machinery — know Dana as far more than simply a supplier, producing on order from given designs.

Dana's engineering departments work closely with Dana's customers, often pioneering engineering breakthroughs that contribute importantly to product design and performance.

This is a business where you've got to keep moving ahead.

Dana does.



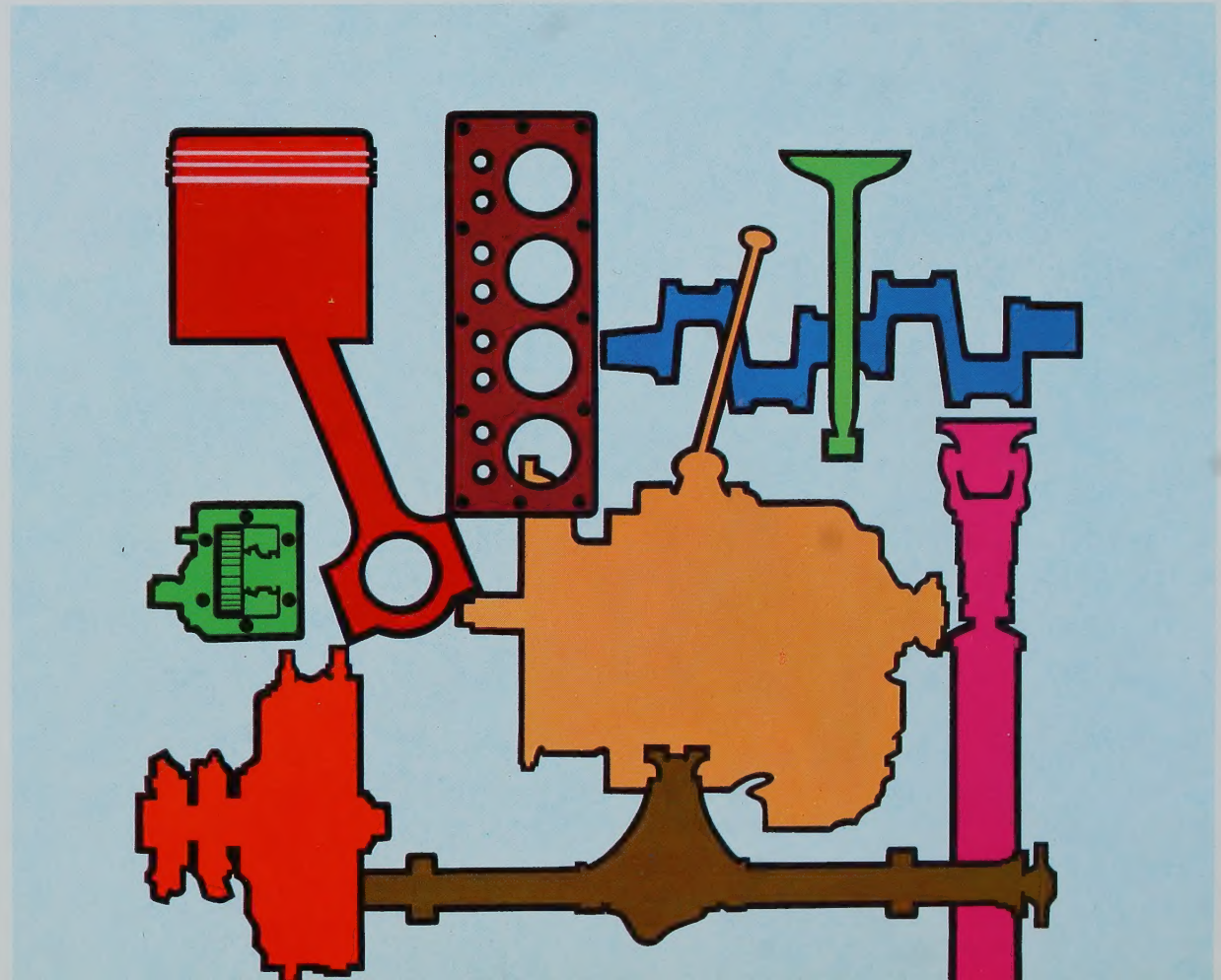
**Sooner or later, everything needs repairs.
In automotive, it's a multi-billion dollar business.**

Cars and trucks today are built to run longer and serve better than ever before. Eventually, though—with any vehicle—you do have to replace a few parts.

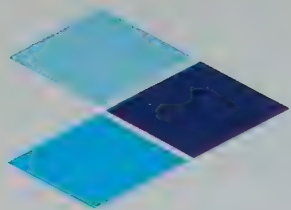
Here again Dana plays a major role. The Dana Parts Company, which sells parts for the replacement business, accounts for about a fifth of all Dana Corporation's sales. Most of these sales are for the repair of automobiles and trucks . . . a market which has had a stabilizing influence on corporation sales and profits.

Dana brands such as Spicer, Victor, Perfect Circle, Triplex, Allied, and Monmouth are known around the world. All these parts are supported through broad and aggressive merchandising and advertising programs. A team of merchandising specialists has been organized to develop new sales programs as a means of helping increase sales of all product lines to anyone who repairs anything that moves on wheels.

This is how we help keep 'em rolling into a healthy old age.







The world seems a lot smaller when you're selling in over 133 different countries.

Automotive production overseas is booming at an increase-rate of 10-12% per year. And of course Dana is there—right where the growth is.

Dana's foreign trade division, Dana International, has part ownership of 21 overseas companies, and licensing agreements with 41 more, which manufacture and sell Dana products in excess of \$100,000,000 annually.

Affiliates in Canada, Latin America, and Europe are carrying out extensive expansion programs to meet the increased demands placed upon them by their customers.

The Automotive Free Trade Agreement between the United States and Canada has become more evident this year through Dana's partially-owned subsidiary, Hayes-Dana Ltd. of Thorold, Ontario. This has resulted in considerable expansion in certain areas of their product line.

Last year Hayes acquired an additional 160 acres of land adjacent to its operations in Thorold. Here a new 250,000 square-foot automotive frame plant has been constructed. This new manufacturing facility will be in full production in 1967.

As a further step in Hayes' program to broaden and strengthen penetration of the after-market, in 1966 it acquired all the outstanding shares of Nasco Industries Limited of Hamilton,

Ontario, Canada. This company is the largest Canadian remanufacturer of automotive parts distributed on a national basis throughout Canada.

In Argentina, E. Daneri, I.C.S.A., Flaminio Hnos. Soc. de Resp. Ltda., and Dana formed a company known as DAFCO, S.A., which will manufacture engine valves. Dana owns a substantial interest in this company. Dana invested additional capital in E. Daneri, I.C.S.A., to enable them to expand their piston ring facilities to meet additional requirements from their Argentine customers. A modernization and expansion program of the universal joint facility of Ozvegy, Kiss & Cia., in Buenos Aires, was also completed during the past fiscal year. Funds for these additional investments in Argentina were provided from reinvestment of earnings accumulated in that country.

In Brazil, Dana increased its ownership in the universal joint facility of Albarus, S.A. The added investment was used mainly to provide new equipment and additional working capital for this company.

Spicer Perfect Circle, S.A. of Mexico has completed a seven-million dollar facility for the manufacture of axles, universal joints, propeller shafts, piston rings, and cylinder sleeves. Dana has a substantial investment in this company

which sells products to automotive manufacturers and the replacement sales market in Mexico.

In France, Floquet Monopole, S.A., an affiliated company, manufacturers of pistons and piston rings, has completed an expansion program. Dana provided a portion of the funds for this project by increasing its investment in Floquet Monopole, and also assisted them in their effort to obtain deeper penetration in the European market.

In addition to the above investments, Dana has entered into new licensing agreements in Argentina, Mexico, and Japan. Negotiations are also under way covering a three-party agreement in Spain for the manufacture of piston rings.

The exportation of U.S.-made Dana products has been increased through the marketing activities of Platka Export Company and Platka Western Hemisphere Trade Corporation, wholly-owned subsidiaries of Dana Corporation. In addition to Dana products, Platka represents nine U.S. manufacturers in the exporting of their products to 133 countries throughout the world.

No wonder foreign markets don't seem nearly as far away as they used to. Not when Dana people are commuting to Paris, and phoning Mexico City twice a day.

So we make the wheels go 'round...but do we make money?

Record sales continue. Net sales in 1966 set a new record of \$453,467,533. This is an increase of 15% over last year's record sales of \$394,120,424. Although production of the prior year models terminated about a week earlier this summer, our sales in the final fiscal quarter of this year exceeded those of last year and customers' orders continue at a record peak.

Net income keeps growing. Net income for 1966 amounted to \$33,607,035, or \$5.16 per share, which compares with \$24,283,485, or \$3.73 per share last year, an increase of 38%. Included in net income for 1966 was a special credit of \$1,926,975, after Federal income taxes, or 30¢ per share, on the sale of substantially all of our investment in the stock of Sheller Manufacturing Corporation. The improved profit from operations results mainly from near capacity volume, increased efficiency and lower 1966 start-up costs.

31st year of uninterrupted dividends. Dividends paid on the common stock in 1966

amounted to \$2.20 per share while \$2.96 per share was retained for use in the business. This was our 31st consecutive year in which dividends were paid on our common stock, while the 195th consecutive dividend on our preference stock was paid on October 15, 1966.

Taxes grow, too. Taxes charged to our operations during 1966 amounted to \$37,402,335, or the equivalent of \$5.75 per share of common stock. This includes \$27,700,000 of taxes on income before special credit, \$640,000 income tax on the special credit and \$9,062,335 in payroll, property and other taxes paid to Federal, State and local Governments. Last year's taxes aggregated \$30,658,881, or some \$4.72 per share and included income taxes of \$22,750,000 and other taxes of \$7,908,881.

Plant expansion hits new high. Expenditures for plant and equipment during 1966 reached an all time high of \$27,860,000 which compares with expenditures of about \$14,550,000 in 1965. Depreciation of plant and equipment

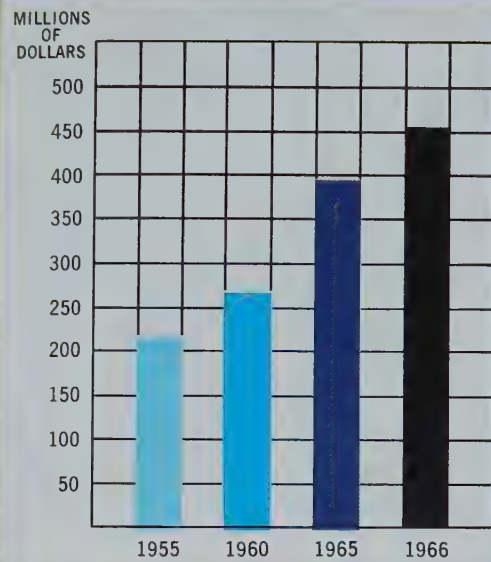
provided in 1966 amounted to \$7,638,652 compared to \$8,356,536 in 1965.

Net working capital up. Net working capital amounted to \$106,459,191 at August 31, 1966, an increase of \$10,713,068 during fiscal 1966.

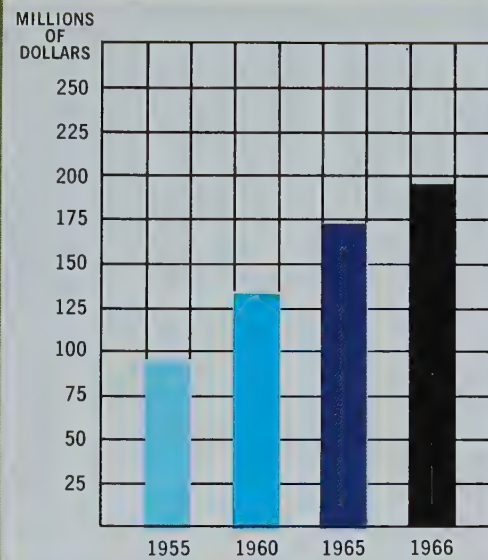
Shareholders' equity climbs. Equity of the common shareholders in the net worth of the Company amounted to \$29.60 for each of the 6,504,697 shares of common stock outstanding at August 31, 1966. This compares with \$26.63 for each of the 6,489,451 shares outstanding a year earlier.

Preference stocks can meet sinking fund requirements. Sinking fund requirements for the next seven years can be met from the 25,885 shares of preference stock held in our Treasury at August 31, 1966. The average cost for the 25,885 shares of Treasury stock purchased on the open market is \$90.48 per share as compared with the redemption price of \$102 per share.

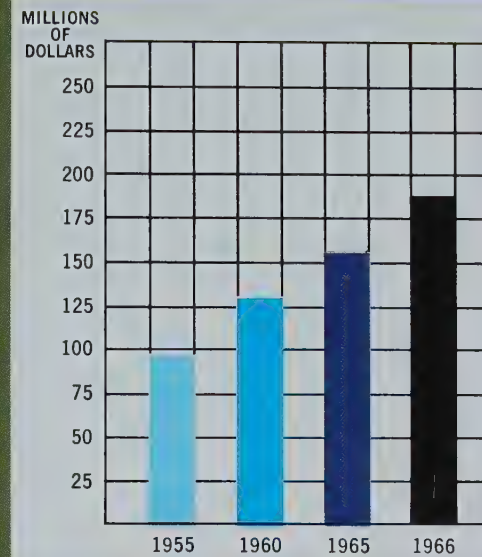
SALES



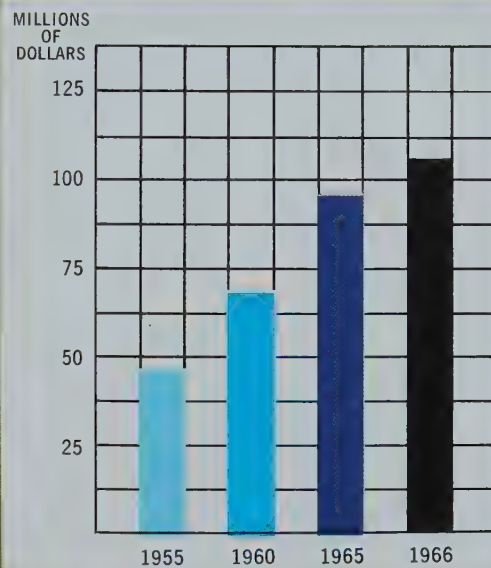
SHAREHOLDERS' EQUITY



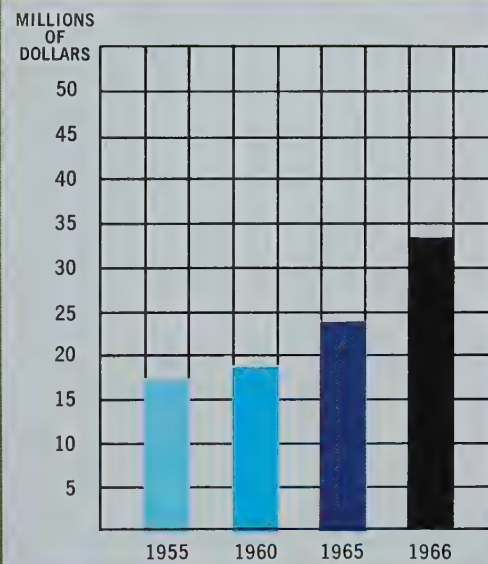
PLANT AND EQUIPMENT (at cost)



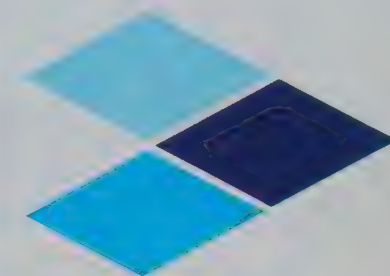
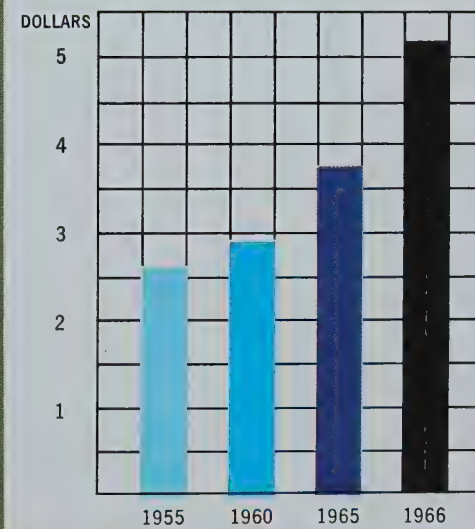
WORKING CAPITAL

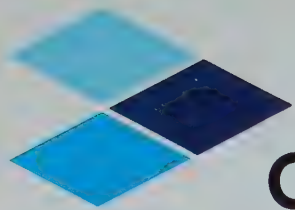


NET INCOME



EARNINGS PER SHARE





Dana's Corporate Committee

JOHN E. MARTIN
Chairman of the Board



J. R. MILLER
President



R. C. McPHERSON
Executive Vice President



L. L. DODGE
*Vice President
Finance and Secretary*



D. D. MINSHALL
*President
Dana Parts Company*



G. R. BAER
*President
Perfect Circle Divisions*

G. E. VICTOR
Chairman
Victor Manufacturing & Gasket Company



E. D. LEON
President
Dana International



H. B. BARTLETT
Vice President
Parish Division



M. R. GAVIN
Group Vice President
Spicer Divisions



F. B. GRAPER
Group Vice President
Salisbury Divisions



G. B. MITCHELL
President
Hayes-Dana Limited

OFFICERS

J. E. Martin
Chairman of the Board

J. R. Miller
President

R. C. McPherson
Executive Vice-President

H. B. Bartlett
Group Vice-President

M. R. Gavin
Group Vice-President

F. B. Graper
Group Vice-President

L. L. Dodge
Vice-President & Secretary

C. C. Dybvig
Vice-President

DIRECTORS

Charles A. Dana
Wilton, Conn.

J. E. Martin
Toledo, Ohio

T. J. Dolan
Toledo, Ohio

W. W. Knight, Jr.
Toledo, Ohio

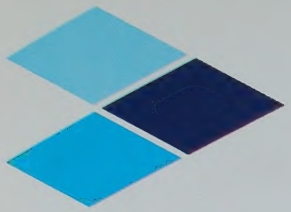
J. R. Miller
Franklin, Michigan

D. H. Teetor
Laguna Beach, Calif.

R. C. McPherson
Toledo, Ohio

R. H. Davies
Toledo, Ohio





There are still a few means of transportation we don't make parts for.

A friend of ours says, "If it moves under its own power, Dana has a piece of the action."

Our friend forgot elephants. But when it comes to modern transportation, Dana ranks as one of the nation's largest independent manufacturers of vital components. We are proud of the fact that within the fast-growing transportation industry, Dana sales have outpaced the industry in general by growing 98% in the past ten years.

Because we are highly diversified by product

and by market, we foresee healthy indications of continued expansion in the years ahead.

Our customers include the giant automobile, truck and tractor manufacturers, as well as other companies concerned with all manner of transportation devices.

We have vigorously followed our stated policy of increasing concentration in the repair and replacement markets with the acquisition of Perfect Circle, Aluminum Industries, Allied Products and, most recently, Victor Gasket.

We are moving aggressively into international markets with sales of over \$100 million of Dana products by our foreign licensees.

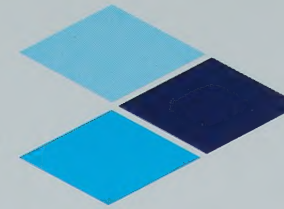
Plans for continued growth envision both considerable expansion within our present organization, and additional acquisitions representing further diversification within the field of transportation.

All in all, our friend wasn't far wrong. Wherever the action is in modern transportation, you're sure to find Dana there, too!



Dana Corporation

4100 Bennett Road, P. O. Box 986, Toledo, Ohio 43601



ATLAS FORGE DIVISION

209 West Mt. Hope Avenue
P. O. Box 1050
Lansing, Michigan 48904

DANA INTERNATIONAL

4100 Bennett Road
P. O. Box 986
Toledo, Ohio 43601

***PLATKA EXPORT
COMPANY, INC.**
2833 South Calhoun Street
P. O. Box 266
Fort Wayne, Indiana 46801

***PLATKA
WESTERN HEMISPHERE
TRADE CORP.**
2833 South Calhoun Street
P. O. Box 266
Fort Wayne, Indiana 46801

ALBARUS S/A
Caixa Postal 2181
Porto Alegre, Brazil

BRAZILIAN COMPONENTS, LTD.
c/o Dana International
Toledo, Ohio 43601

VICTOR JUNTAS LTDA.
Caixa Postal 6334
Sao Paulo, Brazil

CHARLES WESTON & CO. LTD.
Irwell Bank Works
Douglas Green, Pendleton
Salford 6, England

DAFCO, S.A.I.C.
Casilla Correo 761
Rosario, Argentina

E. DANERI, S.A.
Casilla Correo 761
Rosario, Argentina

FLOQUET MONOPOLE S.A.
53 Boulevard Robespierre
78 Poissy, France

HAYES-DANA LTD.
Thorold, Ontario
Canada

OZVEGY, KISS & CIA.
Av. Marquez Esq. M. Fierro
Loma Hermosa
3 de Febrero
Buenos Aires, Argentina

PERFECT CIRCLE LTD.
888 Don Mills Road
Don Mills, Toronto
Canada

REPCO LIMITED
630 St. Kilda Road
Melbourne 3, Victoria
Australia

**COMPANHIA FABRICADORA
DE PECAS (COFAP)**
Caixa Postal 366
Santo Andre (Capuava)
Sao Paulo, Brazil

ACL MANUFACTURING PTY. LTD.
P. O. Box 243
Footscray, Victoria
Australia

SALVADOR TODARO Y HNO. S.A.I.C.
Warnes 1147/53
Buenos Aires, Argentina

SPICER PERFECT CIRCLE S.A.
Apartado Postal 14820
Mexico 14, D.F., Mexico

T. F. VICTOR S.A. DE C.V.
Apartado Postal 7510
Mexico 1, D.F., Mexico

**VICTOR GASKETS DE
COLOMBIA LTDA.**
Apartado Aereo 12318
Bogota, Colombia

VICTOR GASKETS INDIA LTD.
S. 305 Agra Road
Mulund, Bombay 80, India

**VICTOR JUNTAS INTERNATIONAL
AMERICANAS, IND.**
Apartado Postal 5244
Panama, Republic of Panama

**VICTOR MANUFACTURING
& GASKET CO. OF CANADA**
Victor Drive & Chester Street
St. Thomas, Ontario
Canada

VICTOR ROYAL LTD.
46/48 Gammellosevej
Gentofte/Copenhagen
Denmark

DANA PARTS COMPANY

253 Waggoner Blvd.
P. O. Box 321
Toledo, Ohio 43601

**HAGERSTOWN
DISTRIBUTION CENTER**
551 East Main Street
P. O. Box 500
Hagerstown, Indiana 47346

**TOLEDO
DISTRIBUTION CENTER**
253 Waggoner Blvd.
P. O. Box 321
Toledo, Ohio 43601

PARISH DIVISIONS

Weiser & Robeson Streets
P. O. Box 1422
Reading, Pennsylvania 19603

DETROIT SALES OFFICE
& RESEARCH CENTER
Industrial Expressway
at Ecorse Road
P. O. Box 223
Dearborn, Michigan 48121

ECORSE PLANT
Foot of Great Lakes Avenue
Ecorse, Michigan 48218

READING PLANT
Weiser & Robeson Streets
P. O. Box 1422
Reading, Pennsylvania 19603

TRENTON PLANT
Fort Street and King Road
P. O. Box 371
Trenton, Michigan 48183

PERFECT CIRCLE DIVISIONS

552 South Washington
P. O. Box 1000
Hagerstown, Indiana 47346

CONTROLS DIVISION
551 East Main Street
P. O. Box 333
Hagerstown, Indiana 47346

PISTON DIVISION
552 South Washington
P. O. Box 1000
Hagerstown, Indiana 47346

PUEBLO PLANT
Airport Road
P. O. Box 666
Pueblo, Colorado 81002

PISTON RING DIVISION
552 South Washington
P. O. Box 1000
Hagerstown, Indiana 47346

HAGERSTOWN PLANT
552 South Washington
P. O. Box 1000
Hagerstown, Indiana 47346

NEW CASTLE PLANT
2700 East Plum Street
P. O. Box 560
New Castle, Indiana 47362

RICHMOND PLANT
Route 35 West
P. O. Box 904
Richmond, Indiana 47374

RUSHVILLE PLANT
Route 3 North
P. O. Box 111
Rushville, Indiana 46173

TIPTON PLANT
641 Cleveland Street
P. O. Box 600
Tipton, Indiana 46072

SLEEVE DIVISION
552 South Washington Street
P. O. Box 1000
Hagerstown, Indiana 47346

RICHMOND PLANT
Route 35 West
P. O. Box 990
Richmond, Indiana 47374

VALVE DIVISION
552 South Washington Street
P. O. Box 1000
Hagerstown, Indiana 47346

RICHMOND PLANT
Route 35 West
P. O. Box 990
Richmond, Indiana 47374

***SCHELLENS TRUE
CORPORATION**
Pond Meadow Road
Ivoryton, Connecticut 06442

CHICAGO SALES OFFICE
990 Grove Street
Evanston, Illinois 60201

DETROIT SALES OFFICE
Industrial Expressway
at Ecorse Road
P. O. Box 223
Dearborn, Michigan 48121

SALISBURY DIVISIONS

2601 Tyler Avenue
P. O. Box 1209
Fort Wayne, Indiana 46801

AXLE DIVISION
2601 Tyler Avenue
P. O. Box 1209
Fort Wayne, Indiana 46801

FORT WAYNE PLANT
2100 West State Blvd.
P. O. Box 750
Fort Wayne, Indiana 46801

CLUTCH & MARINE DIVISION
2601 Tyler Avenue
P. O. Box 1209
Fort Wayne, Indiana 46801

AUBURN PLANT
Fifth & Brandon Streets
P. O. Box 191
Auburn, Indiana 46706

POWER TAKE-OFF DIVISION
140 Buchanan Street
P. O. Box 58
Chelsea, Michigan 48118

SPICER DIVISIONS

4100 Bennett Road
P. O. Box 986
Toledo, Ohio 43601

CON-VEL DIVISION
3901 Christopher Street
Detroit, Michigan 48211

T & G DIVISION
12350 East Nine Mile Road
P. O. Box 157
Warren, Michigan 48090

TRANSMISSION DIVISION
4100 Bennett Road
P. O. Box 323
Toledo, Ohio 43601

**WESTERN REGION
SERVICE CENTER**
2799 Miller Street
San Leandro, California 94577

UNIVERSAL JOINT DIVISION
4100 Bennett Road
P. O. Box 374
Toledo, Ohio 43601

MARION PLANT
400 South Miller Avenue
P. O. Box 598
Marion, Indiana 46952

POTTSTOWN PLANT
125 South Keim Street
P. O. Box F
Pottstown, Pennsylvania 19464

***VICTOR MANUFACTURING AND GASKET COMPANY**

5750 West Roosevelt Road
Chicago, Illinois 60650

REPLACEMENT TRADE
P. O. Box 1333
Chicago, Illinois 60690

SOFT PACKINGS DIVISION
Robinson, Illinois 62454

**OEM PACKAGING
& DISTRIBUTION**
3636 South Iron Street
Chicago, Illinois 60609

**REPLACEMENT PACKAGING
& DISTRIBUTION**
Churubusco, Indiana 46723

HI-VOLUME OIL SEALS
Churubusco, Indiana 46723

SMITH & KANZLER COMPANY
1414 East Linden Avenue
Linden, New Jersey 07036

*Wholly-owned subsidiaries of Dana Corporation



DANA CORPORATION

TOLEDO, OHIO 43601